



CUSTER GALLATIN NATIONAL FOREST

Forest Plan Revision Public Participation and Collaboration
Strategy

Updated January 28, 2016

USDA Forest Service

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Introduction

In April 2012 the USDA Forest Service released a revised National Forest Planning Rule to provide guidance about how the country's national forests should prepare their Forest Management Plans. The Custer Gallatin National Forest is committed to engaging interested community members and groups in an inclusive and thorough revision process under the new Planning Rule's guidelines, one which considers the broad range of resources and uses in the forest, and how management decisions may affect adjacent communities. The 2012 Planning Rule requires public participation in the process including:

- During the assessment phase;
- In each step of the wilderness recommendation process;
- As part of the evaluation of potential wild and scenic river eligibility;
- When developing a plan proposal;
- When providing an opportunity to comment on a draft proposal and accompanying National Environmental Policy Act (NEPA) documents;
- At the beginning of the objection period for a new plan, amendment, or revision;
- To approve the final plan; and
- In reviewing the results of monitoring information.

What is a Forest Plan

A Forest Plan is the overall guiding framework or foundation document that will guide resource management, decision-making and the vision of the Custer Gallatin National Forest into the future. The Plan will cover:

- environmental and ecosystem health;
- air, water and soil quality;
- system drivers including disturbance processes, natural succession and climate change;
- social, cultural and economic factors;
- infrastructure in terms of recreational facilities, recreational settings and transportation corridors; and
- existing and potentially designated areas including wilderness and wild and scenic rivers

The forest plan does not make site-specific decisions or detail specific projects, but it does provide guidance for making decisions about future projects and uses.

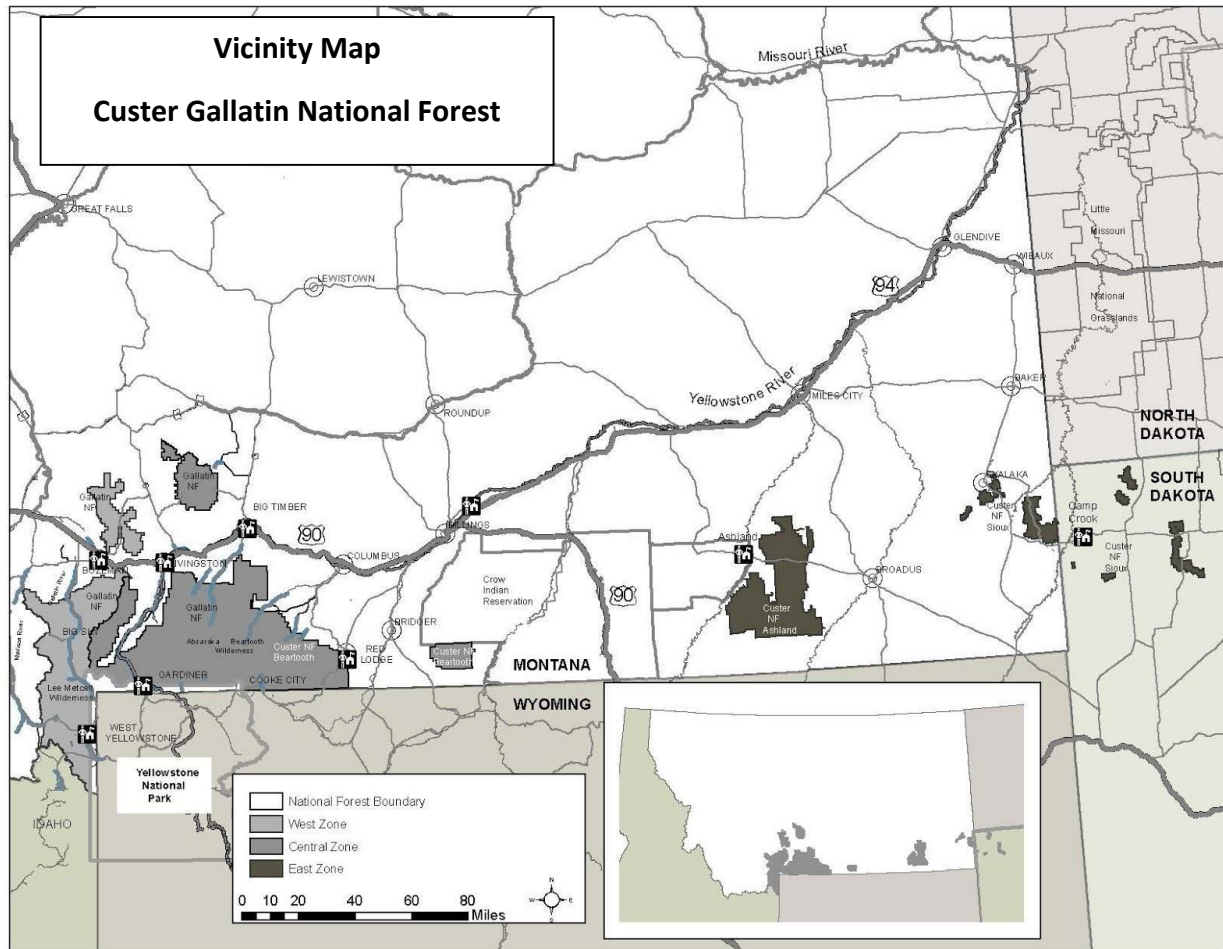
The Custer Gallatin National Forest

The recently consolidated 3.1 million acre Custer Gallatin National Forest (formally consolidated in August 2014) covers a diverse geography and landscape and is important to a many people in many different ways. The consolidated Forest consists of seven Ranger Districts:

- Bozeman Ranger District, Bozeman, MT
- Hebgen Lake Ranger District, West Yellowstone, MT
- Yellowstone Ranger District, Livingston, MT
- Gardiner Ranger District, Gardiner, MT
- Beartooth Ranger District, Red Lodge, MT
- Ashland Ranger District, Ashland, MT
- Sioux Ranger District, Camp Crook, SD

The Forest serves as a gateway to Yellowstone National Park through three different entrances, hosts a large portion of the Absaroka-Beartooth Wilderness featuring the 41 highest peaks in Montana, as well as the Lee Metcalf Wilderness. The eastern districts are more remote in nature and consist of forested buttes, bluffs and grasslands, with a uniqueness all their own. The eastern districts manage one of the largest grazing programs in the Northern Region. The Custer Gallatin is among the top 10 visited Forests in the nation and a staple within the Greater Yellowstone Ecosystem, the largest most intact ecosystem in the lower 48. The nearly full complement of flora, fauna and opportunities make many of the resource management decisions regional or national in scale and scope.

With consolidation, the Forest will be uniting two distinct Forest Plans from 1987, into one revised Forest Plan that covers the landscape. Forest Plan Revision will begin winter 2015 and is scheduled to conclude in the fall of 2019.



Guiding Principles

Given the objectives (i.e. the *what*) of public engagement, the following principles will guide *how* public engagement will occur during the Forest Plan Revision process.

Transparent and Inclusive: to increase the integrity of the forest plan revision process and decision.

Implementable and Affordable: using existing Forest personnel to develop and implement the majority of the strategy and contracting expertise when needed/desired. The strategy will also take into account all parties capacity for engagement and contributions and will be adapted as needed to respond to this capacity.

Adaptable Over Time: to respond to emerging needs, opportunities, and concerns the strategy will be dynamic in nature.

Adaptable for Different Communities, Geographic Areas and by Topic Area: to ensure the needs are being met of the very different communities within and surrounding the

Custer Gallatin National Forest, the strategy will be catered to individual communities and FPR subject areas.

Consistent: provide engagement opportunities early and throughout the planning process.

Accessibility: to meet diverse skill sets and interest/time to engage the strategy will consider possible limitations to participation and provide a range of options for public engagement to ensure wide public access to the planning process.

Solution Oriented: to ensure creative and constructive dialogue, debate, and deliberation, public engagement opportunities will facilitate problem solving and work to identify creative solutions.

Purpose of this Public Engagement Plan

- Clarify opportunities and expectations for the public, including individuals and groups, to be involved in the process of revising the Custer Gallatin Forest Plan.
- Identify specific activities and methods that will be used to inform the public, seek their input and advice, identify trade-offs, balance different needs and interests and communicate how their input will influence the process and the final plan.
- Clarify opportunities and methods for tribal consultation and coordination with local, state and federal governments in the process of revising and updating the CGNF Forest Plan.
- Identify opportunities to build and maintain working relationships, trust, capacity and commitment to the Forest Plan Revision process and the plan.
- Identify opportunities for shared learning and understanding between and among the Forest Service and public participants.
- Encourage public participation and feedback in the planning process.

Goals & Practices of Public Engagement

Goal 1: Identify, build and maintain working relationships, trust, capacity and commitment to the Forest Plan Revision process and the plan.

Practices:

1. Design and chart out timely rollout and updates for public involvement and work to date within the Forest Plan Revision Process throughout the entirety, adjusting in times of flux and demands for public information.
2. Identify and meet with interested constituents early in the process, providing check-in points or milestones to check back (quarterly).

3. Provide a clear path for public interaction and expectations at the onset of Forest Plan Revision, outline what is within the scope of Forest Plan Revision and clearly discuss what is not and why.
4. Clearly articulate the importance and foundational work that Forest Plan Revision is, within the context of future operations and decision-making on the Custer Gallatin National Forest.
5. Acknowledge, address and clarify issues, conflicts and expectations within the scope of Forest Plan Revision as they arise.

Goal 2: Facilitate, encourage and support shared learning, understanding and feedback between the Forest Service and participants in the plan revision process.

Practices:

1. Design engagement opportunities such as formal listening sessions, panel discussions, public meetings and opportunities for shared learning throughout the Forest Plan Revision process.
2. Co-host or develop partner/third party hosted meetings with key organizations in communities, fostering a broader understanding from interested constituents and publics.
3. Utilize electronic communication and social media methods to facilitate a variety of avenues for sharing and providing feedback.

Goal 3: Provide a strong foundation for work with local, state, Tribal and federal government entities for consultation and coordination at the start and throughout the entire Forest Plan Revision Process.

Practices:

1. Meet with and clearly outline Forest Plan Revision timeline and opportunities for consultation and coordination with local, state, Tribal and federal government officials (likely quarterly).
2. Check-in and milestone updates (quarterly) with local, state, Tribal and federal government.
3. Clearly articulate what is within the scope of Forest Plan Revision and expectations as a local, state, Tribal or federal government entity for involvement.
4. Provide feedback loops with local, state, Tribal and federal governments to adjust and meet on an as needed basis regarding Forest Plan Revision needs/assessment.

Goal 4: Promote a common understanding of facts and figures and facilitate an inclusive, transparent process that provides diverse opportunities for meaningful public involvement in the planning and decision-making process.

Practices:

1. Utilize existing collaboratives and Resource Advisory Committees (RAC's) to enhance meaningful dialogue surrounding Forest Plan Revision topics between the community and Forest Service throughout the planning process.
2. Explore/reach out to National Forest Foundation to build collaborative approaches and capacity.
3. Set clear expectations and timeline of public involvement, when comment periods exist, allow timely discussion and feedback on what is within the scope of Forest Plan Revision.
4. Develop consistent facts and figures through a variety of written methods that are reflected in talking points, key messages and briefings.

Goal 5: Inform and engage employees in all aspects of Forest Plan Revision, particularly at key milestones in the process.

Practices:

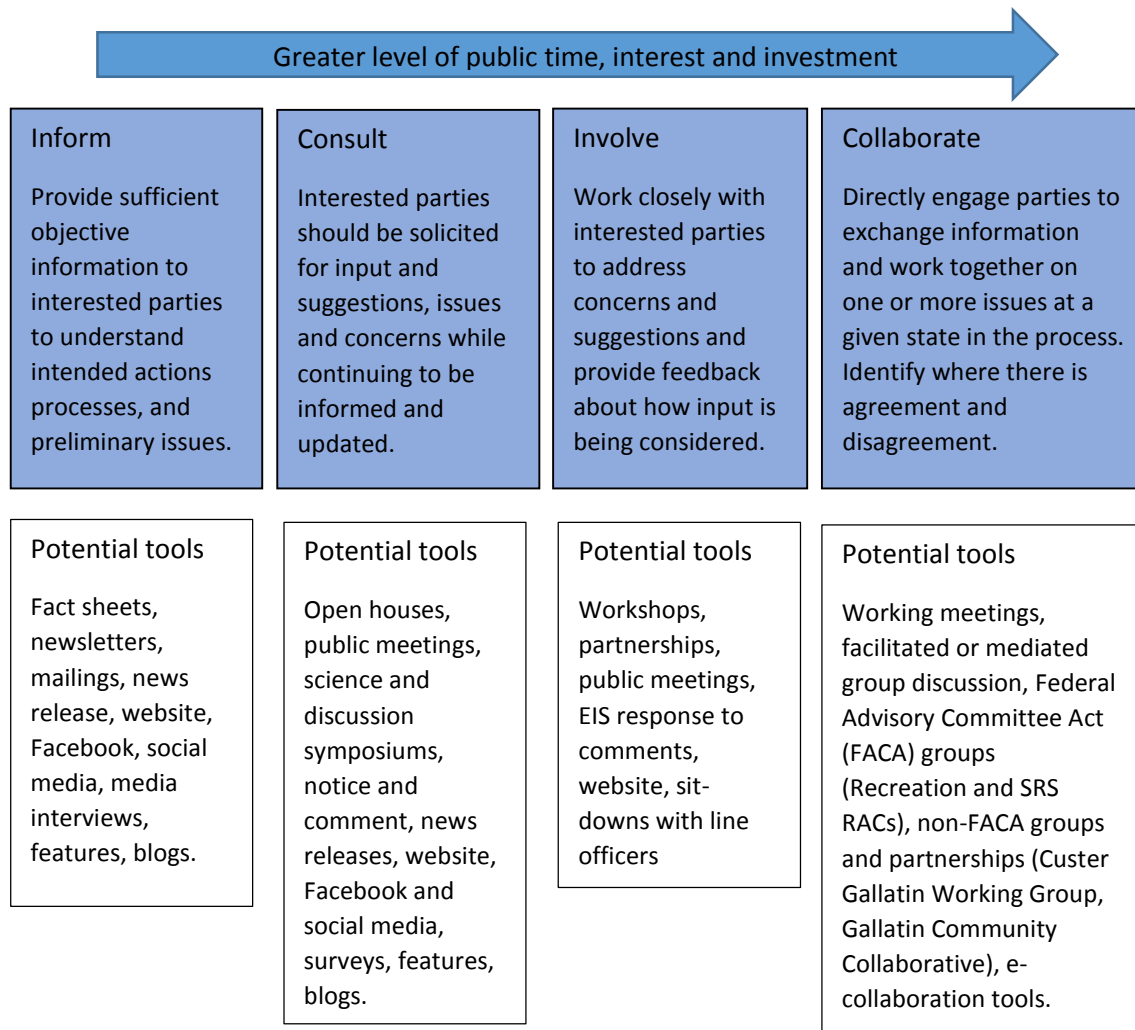
1. Utilize Forest meetings, staff and line officers and electronic mediums to share Forest Plan messages, updates, progress.
2. Provide an interactive one-stop-shopping web based opportunity where employees can find updates and information.
3. Build shared ownership and knowledge among the leadership team and employees.
4. Develop consistent process and milestone messaging for all employees to utilize.

Engaging the Public

“a structured [process] in which a collection of people with diverse interests share knowledge, ideas, and resources while working together in an inclusive and cooperative manner toward a common purpose.” USFS 2012 Planning Rule

The Forest intends to engage those interested in Forest Plan Revision utilizing communication methods ranging from informing to collaboration. We recognize that not all aspects of the revision process are of interest to all stakeholders and will adjust the level of engagement based on this interest and need (see Appendix A – Implementation Plan). The level of engagement may vary by issue and/or by geographic location.

Public Engagement Spectrum



Scope of Forest Plan Revision

The forest plan does not make site-specific decisions or detail specific projects, but it does provide guidance for making decisions about future projects and use. Examples of site-specific project decisions that require additional environmental analyses and disclosure during Plan implementation include:

- Timber harvest methods and related activities,
- Allotment management plans,
- Fish or wildlife improvement projects, and watershed improvement project,
- Decisions for winter-sports development, outfitter-guide proposals, and special use permits,
- Selection of roads and trails where motorized vehicle travel will be allowed, restricted or prohibited,
- Construction and reconstruction of trails, roads and staging areas, buildings, dams, bridges, recreation sites, utilities, potable water systems and road closures,
- Notice of Intent to Operate, Plan of Operation, Surface Use Plan of Operation, mineral sales contracts, mining plans, and lease readjustments and renewals.

In addition, oil and gas leasing decisions require a highly specific analysis that is difficult to combine with a Forest Plan Revision. The 2012 Planning Rule provides no authority to change boundaries of Inventoried Roadless Areas.

Tribal Consultation

1. Clearly describe the purpose, schedule, rationale and importance of the plan revision process and the phases involved;
2. Ask tribal leaders how they would like to be involved and their preferred methods of communication and formal consultation (e.g. Memorandum of Understanding, Partnership Agreements, Cooperative Agency Status);
3. Provide quarterly check-in's/progress reports , formal consultation per specific requests
4. Invite tribal cultural and natural resource experts to engage in the process;
5. Explain how tribal input will be taken into account;
6. Identify a single point of contact for each tribe during the planning process; and
7. Clarify that in addition to formal consultation and serving on the interdisciplinary team, the tribes have the ability to also participate in planning through the public engagement process.

Local and State Governments and other Federal Agencies

The Custer Gallatin National Forest will meet with county commissioners and other elected delegation staffers (including state level), and state and federal agencies at the start of the plan revision process and prior to subsequent milestones (quarterly) to share information, input and advice. In addition, the Forest will investigate the interest of other agencies in an intergovernmental working group. The Forest will also respond to requests for cooperating agency agreements should they arise.

Youth Engagement

Many of the strategies outlined in the “Public Engagement Strategies” section of this document are designed to be inclusive of all interested people and groups, including underserved populations. As specific strategies and activities are designed and delivered, the Custer Gallatin National Forest will target outreach activities to underserved populations, including youth, minorities, and low-income individuals.

The Custer Gallatin Forest Plan Revision Team, with assistance from the Districts and other offices, will focus on the following outreach to youth:

1. Outreach via a website and social media.
2. Youth organization engagement including FFA, 4-H, Outdoor Clubs (Bozeman, MSU, MSUB), Scouting groups, and youth hunting programs, teacher sponsored after-school programs.
3. Include FPR messages and context in ongoing or planned Forest youth engagement opportunities.

Underserved, Low-income, Minority Populations

The Custer Gallatin Forest Plan Revision Team, with assistance from the Districts and other offices, will focus on the following outreach to underserved, low-income and minority populations:

1. Research and work with local communities for organizations that readily serve to underserved, low-income and minority populations in the communities of the Custer Gallatin National Forest
2. Partner where applicable with senior centers, low-income organizations, community outreach events and with key community leaders to reach underserved populations (farmers market, senior center, community center, libraries, ect.)
3. Co-host or third-party led community meetings to reach underserved populations.

Expectations of people involved in the Forest Plan Revision Process

All parties:

- Be objective, be respectful, be accountable;
- Listen to and be respectful of divergent viewpoints;
- Share knowledge and information;
- Value each other’s time; and
- Commit to the process.

Forest Service:

- Be inclusive of all stakeholder groups;
- Demonstrate progress through the planning process;
- Provide timely feedback;

- Use best available science;
- Rely on, value, and incorporate local knowledge;
- Demonstrate effective internal collaboration and communication;
- Exercise flexibility and adaptive management; and
- Create a plan that is easy to read, clear, and understandable.

Facilitators:

- Facilitate inclusivity of all affected stakeholders;
- Demonstrate examples of collaboration principles;
- Keep groups and process moving forward;
- Prevent grandstanding of particular individuals and/or organizations;
- Facilitate effective communication and provide opportunities to mediate divergent perspectives, as appropriate; and
- Bring collaboration best practice into the design and facilitation of the Custer Gallatin FPR process.

General Guidelines for Community Conversations

To ensure productive and respectful discussions, participants in community conversations will be asked to adhere to the following participation guidelines:

The rules of common courtesy apply at all times. Be respectful of others, don't interrupt, honor time and share the air, be honest, remember that all ideas and points of view have value, and avoid third party conversations or editorials.

Be comfortable. Help yourself to refreshments or take personal breaks as needed. If you have other needs, please inform the meeting organizer.

Humor is welcome. Just not at someone else's expense.

Think innovatively and offer new ideas. Be creative when trying to solve problems or address challenges.

Implementation Plan

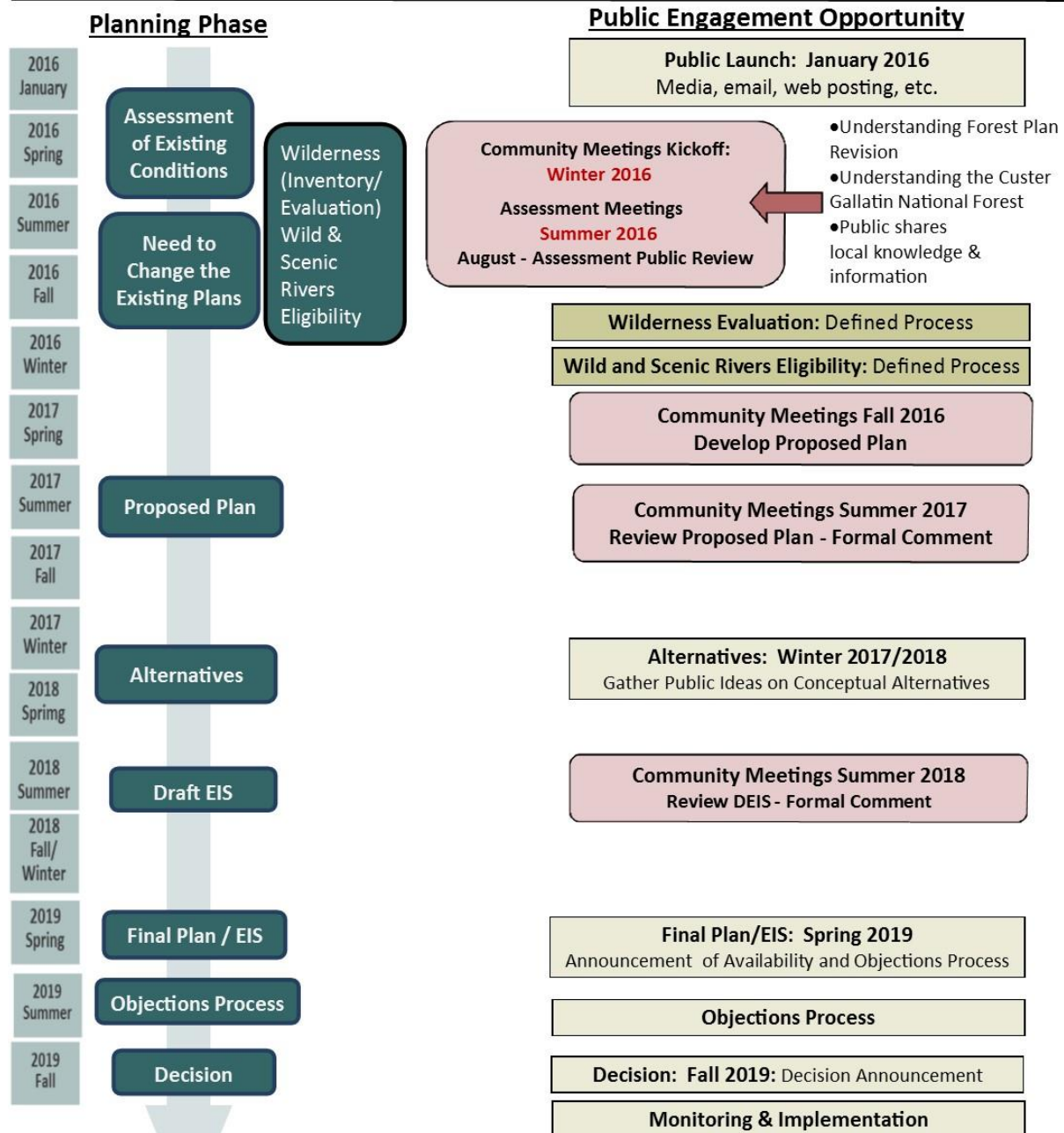
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Forest Plan Revision



Public Engagement Opportunities

Guiding Principles: Transparent, Inclusive, Adaptable, Consistent, Accessible, Implementable, Affordable



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Phases: Public Involvement

Process Phase	Timing	Purpose	Desired Outcomes	Tools	Resources Needed
Pre-Revision Staging <i>The intent is for the Forest Service to be well prepared for FPR</i>	Fall 2015	<ul style="list-style-type: none"> • Strategize • Develop materials • Run engagement strategy by key stakeholder groups. 	<ul style="list-style-type: none"> • Well planned strategy • Consult the public on the strategy 	<ul style="list-style-type: none"> • Develop mailing lists • Set up website • Develop FAQ 	<ul style="list-style-type: none"> • Forest staff
Assessment Initiation and Initial Public Kick-off <i>Intent: 1) gather relevant data and information for use in assessment; 2) allow public to share concerns about trends and perceptions of risks 3) develop relationships and understanding 4) feedback on process....</i>	Jan - March 2016	<ul style="list-style-type: none"> • Education on FPR process • Gather local knowledge on current resource conditions and trends; • Identification of data/ information that FS needs to consider; • Allow public to share concerns about trends and perceptions of risks to social, economic, and ecological systems • Explain the components of the Assessment 	<ul style="list-style-type: none"> • Inform the public about Forest Plan Revision (what it is, the steps, etc) • Inform the public about scope and scale of the assessment • Consult with the public to gather data and information sources • Consult with the public on how they would like to be involved in FPR 	<ul style="list-style-type: none"> • Web-posting • Send to mailing list • Webinars • Media distribution • See FPR Public Launch section 	<ul style="list-style-type: none"> • FPR Team members
Fed Register Notice of Initiation of Assessment	January 2016	<ul style="list-style-type: none"> • Meet regulations 	Inform public about initiation of assessment	<ul style="list-style-type: none"> • Required: Notice of Initiation in Federal Register, newspaper of record and on-line. 	Forest staff Publish Costs
Community Meeting Kickoff	Community Meetings Winter 2016 (February) Assessment Meetings Summer 2016 (May/June TBD)	<ul style="list-style-type: none"> • Education and information about Forest plan Revision and process • Consult with the public about preliminary assessment and why the plans may need to change • Gather additional data and input • Discuss with the public how they use and value the CGNF 	<ul style="list-style-type: none"> • Inform the public on Forest Plan Revision process, the initial assessment, and the preliminary need for change. • Consult with the public for additional data to inform the assessment and plan 	<ul style="list-style-type: none"> • Community meetings • Send to mailing list • Web-posting • Media distribution • 	<ul style="list-style-type: none"> • FPR Team • Forest Staff

Process Phase	Timing	Purpose	Desired Outcomes	Tools	Resources Needed
			<ul style="list-style-type: none"> • Consult with the public on how they would like to be involved in FPR 		
Draft Assessment Available <i>The intent is to allow the public to offer additional data/information sources</i>	Summer 2016	<ul style="list-style-type: none"> • Notify public of availability of draft assessment • Solicit public input • Inform public that assessment report available for public review, comment and new info throughout planning process. 	<ul style="list-style-type: none"> • Inform the public of the assessment • Consult the public for input/suggestions 	<ul style="list-style-type: none"> • Web-posting • Send to mailing list 	FPR PAO
Final Assessment <i>The intent is to Inform public of availability</i>	Fall 2016	<ul style="list-style-type: none"> • Inform public of availability 	<ul style="list-style-type: none"> • Inform the public of availability 	<ul style="list-style-type: none"> • Web-posting • Send to mailing list 	FPR PAO
Preliminary Need for Change. <i>The intent is to focus the planning effort</i>	Fall 2016	<ul style="list-style-type: none"> • Ensure the planning effort focus reflects public concerns and community needs • Education on key resource areas • Education on how assessment is used in developing proposed plan • Continued education on FPR process • Gather input/suggestions • Issue identification for proposed plan 	<ul style="list-style-type: none"> • Inform and update public about FPR process • Consult and gather input/suggestions for a revised Forest Plan 	<ul style="list-style-type: none"> • Send to mailing list • Web-posting • Media distribution 	FPR PAO
Fed Register Notice of Initiation of planning process (or NOI EIS)	Flexible timing <i>Low - 1</i>	<ul style="list-style-type: none"> • Meet regulations 	Inform public about initiation of proposed plan	<ul style="list-style-type: none"> • Required: Notice of Initiation in Federal Register, newspaper of record and on-line. 	Forest staff Publish Costs
Wilderness Evaluation <i>The intent is to engage the public to provide feedback and input...</i>	2016 -2017	<ul style="list-style-type: none"> • Engage public in all 4 stages: inventory, evaluation, analysis and recommendation (stages in different planning phases) 	<ul style="list-style-type: none"> • Involve to Collaborate in all phases 	<ul style="list-style-type: none"> • Additional opportunity for engagement process • Meetings are convened around this issue • Likely invest in a facilitator to help design the process and convene collaborative(s) 	FPR Team Facilitator Forest Staff

Process Phase	Timing	Purpose	Desired Outcomes	Tools	Resources Needed
				<ul style="list-style-type: none"> Process encourages people to discuss options and design recommendations collectively. 	
WSR Eligibility <i>The intent is to engage the public to provide feedback and input</i>	2016 -2017	<ul style="list-style-type: none"> Engage public in all 3 stages: inventory, evaluation and analysis (stages separated into different planning phases) 	<ul style="list-style-type: none"> Involve public in all three stages 	<ul style="list-style-type: none"> Seek input at all three stages – not necessarily public meetings Send to mailing list Web-posting 	FPR Team
WSR Suitability Optional plan element	TBA	<ul style="list-style-type: none"> If Forest has time and resources to complete with FPR 	~	~	~
Proposed Plan Development <i>Intent: 1) develop and identify zones of agreement for plan components, 2) acquire assistance in designing effective plan components, 3) foster draft plan components that earn broad public support; 4)obtain other feedback as needed.</i>	Fall/Winter/Spring 2016/2017	<ul style="list-style-type: none"> Identify primary issues to be addressed in the plan; Share ideas for management options/components to address identified issues (objectives, guidelines strategies, thresholds); <i>Note: flexibility to start “NEPA scoping” at any time; assessment, developing proposed Plan or once Proposed Plan is developed</i> 	<ul style="list-style-type: none"> Involve public in plan development Collaboration depending on topic 	<ul style="list-style-type: none"> Fall 2016: Community meetings to discuss and develop a proposed plan, starting with desired conditions for different areas). 	FPR Team Forest Staff
Monitoring Program <i>The intent is to engage the public to develop monitoring program</i>	2017	<ul style="list-style-type: none"> Obtain public input on potential questions and indicators of monitoring program Develop common understanding, shared ownership and support for the monitoring questions and associated indicators, Provide opportunities to design and carry out multi-party monitoring, Learn of other monitoring information 	<ul style="list-style-type: none"> Involve public in monitoring program development 	<ul style="list-style-type: none"> Include in Draft Proposed plan for public comment and input 	

Process Phase	Timing	Purpose	Desired Outcomes	Tools	Resources Needed
		<ul style="list-style-type: none"> Improve the plan monitoring program. 			
Proposed Plan <i>Intent is public review and input...</i>	Summer 2017	<ul style="list-style-type: none"> Obtain feedback that may refine the plan or lead to alternatives 	<ul style="list-style-type: none"> Involve public in reviewing proposed plan Identify issues for alts 	<ul style="list-style-type: none"> Summer 2017: Public Meeting - Public review and comment on a proposed plan 	FPR Team Forest Staff
Fed Register Notice of Intent for EIS	Flexible timing; typically with Proposed Plan (Proposed Action)	<ul style="list-style-type: none"> Meet regulations Establish comment period 	Inform public of proposed action and EIS process.	<ul style="list-style-type: none"> Required: Notice of Intent in Federal Register, newspaper of record and on-line. 	Forest staff Publish Costs
Results of Comments	2017	<ul style="list-style-type: none"> Inform public of comments on proposal 	Inform public of comments.	<ul style="list-style-type: none"> Send to mailing list Web-posting 	Forest staff
Alternatives Development <i>The intent is to work iteratively with the public in developing alternatives</i>	Winter 2018	<ul style="list-style-type: none"> Share conceptual alternatives 	<ul style="list-style-type: none"> Involve public in alternatives development Collaboration depending on topic 	<ul style="list-style-type: none"> Send to mailing list Web-posting Media distribution 	FPR Team
Fed Register Notice of Availability for DEIS	Summer 2018	<ul style="list-style-type: none"> Meet regulations Establish official comment period 	Inform public about DEIS availability	<ul style="list-style-type: none"> Required: Notice of Availability in Federal Register, newspaper of record, on-line. 	Forest staff Publish Costs
DEIS – Public Review and Comment	Summer 2018	<ul style="list-style-type: none"> Official written comments on draft – at least 90 days 	<ul style="list-style-type: none"> Involve public in reviewing DEIS 	<ul style="list-style-type: none"> Community meetings or work-sessions Resource symposiums Send to mailing list Web-posting Media distribution 	
Plan Finalization – Final EIS/Final Plan/Draft ROD Objection period	2019	<ul style="list-style-type: none"> Make the documents available to the public 	Inform public about availability and process steps	<ul style="list-style-type: none"> Send to mailing list Web-posting Media distribution 	
Fed Register Notice of Objection Filing period (FEIS)	March 2019	<ul style="list-style-type: none"> Meet regulations Begin Objections process 	Inform and update public	<ul style="list-style-type: none"> Required: Notice of Availability in Federal 	Forest staff Publish Costs

Process Phase	Timing	Purpose	Desired Outcomes	Tools	Resources Needed
				Register, newspaper of record, on-line.	
Notice of Objections Filed (newspaper)	March 2019	<ul style="list-style-type: none"> Meet regulations 	Follow objections process	<ul style="list-style-type: none"> Required: Publish in newspaper of record 	Forest staff Publish Costs
Objections Process	2019	<ul style="list-style-type: none"> Meet process requirements 	Meet process requirements	<ul style="list-style-type: none"> 	
Fed Register Notice of Final Plan Approval	Sept 2019	<ul style="list-style-type: none"> Meet regulations 	<i>Inform</i> public about decision	<ul style="list-style-type: none"> Required: Notice of Availability in Federal Register, newspaper of record, on-line. 	Forest staff Publish Costs
Implementation & Monitoring	2019 and beyond				

Public Engagement Goals and Practices

Goal 1: Identify, build and maintain working relationships, trust, capacity and commitment to the Forest Plan Revision process and the plan.

Practice 1: Design and chart out timely rollout and updates for public involvement and work to date within the Forest Plan Revision Process throughout the entirety, adjusting in times of flux and demands for public information.

- Schedule chart/calendar of key rollout timeframes, milestones, and progress check-ups
- Identify deadlines for key newspapers, outlets ahead of checkpoints
- Utilize full suite of media to rollout information: news releases, blog, social media, website, interviews, direct contact.

Practice 2: Identify and meet with interested constituents early in the process, providing check-in points or milestones to check back.

- Determine key interest groups/constituents and set-up timeline, expectations and check-points for the Forest Plan Revision process.
- Clearly chart and stick to providing feedback to key interest group/constituents identified
- Quarterly Newsletter
- Monthly Blog/Submissions to key publications (direct forest submission – check-in)

Practice 3: Provide a clear path for public interaction and expectations at the onset of Forest Plan Revision, outline what is within the scope of Forest Plan Revision and clearly discuss what is not within the scope and why.

- Explain what is within the scope of Forest Plan Revision when the process begins, and throughout the early planning stages.
- Allow for open public interaction through public meetings, learning sessions, sit-downs with line officers and public dialogue.
- Update website and all communication products with clear consistent timeline. If changes occur address them promptly and accurately through all modes of communication.
- Work with line officers, core team and key specialists to provide information and comprehensive email list for special use permit holders, landowners, outfitters and guides and entities in rural communities. Update mailing list continuously.
- Provide a commitment to face-to-face interaction where internet, landlines, social media, electronica mediums are not the consistent means of communication.

Practice 4: Clearly articulate the importance and foundational work that Forest Plan Revision is, within the context of future operations and decision-making on the Custer Gallatin National Forest.

- Develop a FAQ's sheet regarding Forest Plan Revision detailing the role of a Forest Plan, importance and context.
- Utilize feature articles or monthly submission, blog and electronic media to highlight the role/need of Forest Plan Revision, making it clear and concise, repeatedly.
- Develop communication products that allow for visual, hands-on (brochures, flyers) for utilizing at booths, Q & A's, public discussion.

Practice 5: Acknowledge, address and clarify issues, conflicts and expectations within the scope of Forest Plan Revision as they arise.

- Determine course of action per rumor or inaccurate information. Utilize forms of social media, release, interview and public meetings to address mis-information, correct inaccuracies, provide symposium or Q and A as necessary for case.
- Utilize direct features/blog, website, and submissions to clarify or correct information. Be consistent and prompt on direct submissions.
- Set-up and utilize key data templates for capturing individual public interactions, public meetings, and comments received.

Goal 2: Facilitate, encourage and support shared learning, understanding and feedback between the Forest Service and participants in the plan revision process.

Practice 1: Design engagement opportunities such as formal listening sessions, panel discussions, public meetings and opportunities for shared learning throughout the Forest Plan Revision process.

- Chart out pre-identified listening sessions and public meeting timeframes for the particular phases of the Forest Plan Revision process.
- Determine interest and applicability and type of interactive open houses or worksessions.
- Determine virtual venues to provide information and have public conversations.
- Identify core public involvement time frames; solidify logistics and rooms available providing video, virtual viewing tools and e-collaboration tools whenever possible. This should be an expectation and rarity when not provided.
- Research and provide web-based interactive tools for public comment, interaction during meetings (as possible) and real-time data where applicable.
- Provide sessions with trained facilitator to ensure most efficient and productive use of time and comments are captured, provide third-party record/transparency.
- Provide standing public informational check-in – (library) informal-sit and talk with line officer. – One a monthly, evening, specific topic.

Practice 2: Co-host or develop partner/third party hosted meetings with key organizations in communities, fostering a broader understanding from interest constituents and publics.

- Research local communities for organizations that readily serve to underserved, low-income and minority populations. Consider partnering with senior centers, low income organizations, community centers, and outreach events to reach underserved populations.
- Co-host community meetings in identified areas need and work with line officers to provide face to face interactions and opportunities for involvement, determining the best medium for interaction with these sectors.

Practice 3: Utilize electronic communication and social media methods to facilitate a variety of avenues for sharing and providing feedback.

- Ensure feedback loop is available/accessible on forest website and all electronic communication.
- Ensure 501 compliance is met
- Determine electronic mediums that are best suited for intended audiences (short video clips, pod casts, photography, interactive mapping, literary and art...).
- Engage (Forest-specific) social media outlets (social media calendar) and website community as much as hardcopy, newsletter, visual (TV) and other outlets.
- Determine monthly focus points for Forest Plan Revision to include visuals and information/educational opportunities, involvement of audiences.

Goal 3: Provide a strong foundation for work with local, state, Tribal and federal government entities for consultation and coordination at the start and throughout the entire Forest Plan Revision Process.

Practice 1: Meet with and clearly outline Forest Plan Revision timeline and opportunities for consultation and coordination with local, state, Tribal and federal government officials

- Meet/Discuss strategy with Forest – Regional Office Archeologist and Tribal Liaison, determine broader regional strategy to working with Tribal partners
- Identify local and state partners and quarterly check-in dates/milestones to communicate
- Involve all state, local partners, elected officials, delegation and staffers on all Forest Plan Revision external communication.
- Utilize standing organizations, annual meetings where possible to provide milestone updates, brief on FPR activities (Montana Association of Counties, South Dakota Association of counties)

Practice 2: Provide check-in and milestone updates with local, state, Tribal and federal government

- Quarterly newsletter or separate more frequent check-in (monthly if needed) with local and state constituents.
- Face 2 Face meetings/updates with state, local and elected delegation/ staffers (w/ Forest check-in's)

Practice 3: Clearly articulate what is within the scope of Forest Plan Revision and expectations as a local, state, Tribal or federal government entity for involvement.

- Brief local, state and Tribal governments of timeline and consultation opportunities throughout the Forest Plan Revision process
- Provide communication FAQ materials/briefing package

Practice 4: Provide feedback loops with local, state, Tribal and federal governments to adjust and meet on an as needed basis regarding Forest Plan Revision needs/assessment.

- Provide electronic submittal and sign up for public and state, local and Tribal – one point of contact for feedback loop.
- Adjust briefing periods to meet needs identified through feedback loop

Goal 4: Promote a common understanding of facts and figures and facilitate an inclusive, transparent process that provides diverse opportunities for meaningful public involvement in the planning and decision-making process.

Practice 1: Utilize existing collaboratives and Resource Advisory Committees (RAC's) to enhance meaningful dialogue surrounding Forest Plan Revision topics between the community and Forest Service throughout the planning process

- Schedule learning topic with Custer Gallatin Working Group- presentation and request how collaborative would like to be involved/engaged
- Work with USFS rep to determine involvement with Gallatin Community Collaborative and how to present information.
- Utilize existing collaboratives to help facilitate public engagement and dissemination of information through communication products, word of mouth, hosted learning sessions, third party symposiums on selected topics.
- Engage and invest in National Forest Foundation practices/advice on building additional collaboration capacity.

Practice 2: Set clear expectations and timeline of public involvement, when comment periods exist, allow timely discussion and feedback on what is within the scope of Forest Plan Revision

- Set a clear, consistent timeline prior to initial rollout
- Stick to accurate key messages, ability to submit and participate in public comment
- Promptly correct any changes to timeline throughout all communication materials developed
- Provide opportunities for involvement beyond formal comment period – research what is possible –
 - Groups – interest groups, volunteers, other ideas

Goal 5: Inform and engage employees in all aspects of Forest Plan Revision, particularly at key milestones in the process.

Practice 1: Utilize forest meetings, electronic modes of communication and line officers to share Forest Plan Revision messages, updates and progress

- Provide monthly update via Forest Supervisor or Deputy Forest Supervisor specific to progress and timeline on Forest Plan Revision
- Make abundantly clear and accessible the point of contact for employees and sharepoint Forest Plan Revision website
- Ensure feedback submittal loop (similar to project tracking/web) for internal employees
- Promptly answer and provide information to employees, they are our frontline and need the best possible information possible.

Practice 2: Provide a one-stop point of contact/site for Forest Plan Revision information to internal employees

- Provide frontliners and line officers with talking points and status check-in points about Forest Plan Revision progress and timeline.
- Provide district frontliners with electronic and hardcopy external briefing package and FAQ's for Forest Plan Revision

Public Engagement Tools, Responsibilities & Timeframes

What	Who	When	Needs
Forest Plan Revision Website (External) Clearing house	FPR PAO	Daily/Weekly– as FPR information and materials are developed	Designated location on Custer Gallatin National Forest website for FPR; website page design for current and future needs; social media component Clearly accessible Research BLOG ability on website for hosting
Sharepoint Intranet Site for Forest Plan Revision	FPR PAO	Main source of information to internal employees at any time. This will be supplemented but can provide info 24/7 Daily/Weekly – as FPR information and materials are developed	
GAANT Chart (Project Schedule)	FPR PAO	Ongoing – developed at onset	
Communication/ Briefing Materials Package Internal Briefing Package External Briefing Package	FPR PAO	Onset – Initially	Briefing products: groups, elected delegation, internal, frontliners, FAQ
Social Media Posting Calendar Facebook	FPR PAO	Ongoing – developed at onset and build/adjusted	Monthly Focus Points Utilized pre-established and identified pool to build education

What	Who	When	Needs
Twitter Instagram Yonder Podcasts Pulse/others		Daily component of engagement strategy	and audience – feeds back to Custer Gallatin National Forest MAKE INTERACTIVE Monthly Focus Topics
E-Newsletter	FPR PAO	Quarterly	Develop email distribution list; tweet newsletter availability when posted to website; post highlights and link to Facebook;
Feature Submissions	FPR PAO	Ongoing	Identify key newspapers, lead time, for direct submission
Online Collaboration Tools	FPR PAO	Research Needed	Research Needed
Hard copy and electronic distribution list	FPR PAO	ongoing	
Meet– Key Constituents	FPR Team Lead FPR PAO Specialists as needed	Key check-in points	Identify Core constituent groups Rotation for meeting, timeline
Symposiums and panel discussions to discuss topics/issues, Learning Sessions through Collaboratives Co-convene community meetings with local governments, when and where it makes sense.	FPR Team members Forest staff	Identify on Scheduled (Gantt) calendar	Recording on website, podcasts

What	Who	When	Needs
Community conversations including coffee with the Ranger, Line Officer	Rangers/ Forest Sup/Deputy FPR Team Lead	Monthly in communities with separate focus topics	Informal – sit with line officer and discuss
Informational Community Check-in	Library (Bozeman) Standing Meeting Other Communities Research with each line officer		Other Communities Research with each line officer
Virtual participation	FPR PAO FPR Team Lead	All public meetings as possible	Research Options
Media announcements and press releases	FPR PAO	For upcoming meetings, documents and materials available for review, and updates of overall planning progress	

Local and State Governments and other Federal Agencies

What	Who	When	Needs
Meet with local, state and other federal government staff (including planning staff).	FPR Team Lead FPR PAO Rangers/Forest Sup/Deputy	Identify early and have pre-identified check-points – Scheduled (Gantt) calendar	Identify appropriate individuals, discuss how input and feedback will be used and followed or responded to; identify what their needs and desires are to determine appropriate level of engagement, discuss their interest in an intergovernmental working group.
Coordinate public engagement opportunities with government entities	FPR Team Lead		
Co-host OR Third party led community meetings where it makes sense.	FPR PAO FPR Team Lead Rangers/Forest Sup/Deputy National Forest Foundation – as collaboration capacity allows or third party facilitator		
Intergovernmental Working Group	FPR Team Lead	Initiate conversations early in planning process	Investigate interest of other agencies in an intergovernmental working group.
Cooperating Agency Agreements	FPR Team Lead	Respond to requests for Cooperating Agency Agreements	Note: Cooperating agency status is made available to State, local, and Tribal governments and applies only to that portion of the planning process subsequent to the issuance of the notice of intent to develop an environmental impact statement

Youth Engagement

What	Who	When	Needs
Develop youth specific landing page and social media Consider: Instagram, Vine (YouTube), create an exciting #	FPR PAO	As FPR information and materials are developed and structured for youth	Research social media venues that youth actually use. Determine location and build out content and kits that are youth specific. Coordinate with District staff
Identify youth organizations and contact information	FPR PAO District Staff MT FWP SD Fish and Game	Initial list by February 2016 to tie in with hunting education courses Ongoing updates	Calendar out meetings and schedules of organizations Add contacts to youth contact list Research after school/teacher sponsored programs that may be available.
Develop youth focused FPR engagement and information kits	FPR PAO District Staff	By February 2016	Research Key messages, FPR products,
Consider engaging youth organizations to create a youth engagement strategy	FPR PAO	Spring 2016	

Underserved, Low-income, Minority populations

What	Who	When	Needs
Research/ work with local communities for organizations that readily serve to underserved, low-income and minority populations	FPR PAO	Reach out to provide informational sessions, community meetings where interest.	Coordinate with District staff, consider venues and organizations not typically utilized. Consider community and outreach events, booth and information settings (farmers markets, community centers, libraries)

Forest Plan Revision Public Launch

Internal:

Kick-off at the October 2015 all employee meeting to begin discussing what Forest Plan Revision is, collaboration and public engagement, and how employees will likely be involved including how they would like to receive information (FPR touches everyone).

Continue distributing monthly updates and Steering Committee notes. Determine a monthly update for all employees and include a “what’s new”, “what’s important” and “highlight section” that points employees back to the Sharepoint site for more detailed or additional information.

Include a FPR Standing topic to update the Forest on FPR progress and highlights at All Employee Meetings, monthly District Meetings, Program of Work Meetings, Program or Resource Area meetings, and Leadership Team Meetings. Rangers and Staff will provide updates at District and Program or Resource Area Meetings. Forest Supervisor/Deputy or FPR Team Lead at All Employee, LT and Program of work meetings.

Prior to kick off and public rollout of the assessment phase do District visits (December 2015 – March 2016) to discuss what FPR is, changes from the old Planning Rule (the 1982 rule) to today’s Rule, the different planning phases, the public engagement strategy, and answer questions. Also a great time for employees to meet and get to know those FPR IDT Team members that are in place.

External:

Existing Collaboratives and RACs:

- Custer Gallatin Working Group, Gallatin Community Collaborative: Present Forest Plan Revision 101, the planning stages, and vet the communication strategy to existing Collaboratives.
- SRS RACS (Gallatin County and Southern Montana): send the Newsletter and ask for time on the next scheduled meeting to present (March 2016 – next meeting)
- BLM Recreation RACs, identify interest.

Other Agencies:

- Send the Newsletter announcing the launch of FPR.
- Offer a call-in opportunity, a webinar, or conference call (with a RSVP).

Tribes:

- Send the Newsletter announcing the launch of FPR.
- Offer a call-in opportunity, a webinar, or conference call (with a RSVP).

Elected delegations:

- County Commissioners – District Rangers to brief that it's coming and distribute newsletter.
- State legislators – send Newsletter
- Elected delegation staffers – Montana and South Dakota – send Newsletter and include in quarterly updates/briefings.

Public:

- News articles – general forest-wide media
- Letters to the editors
- Montana Quarterly feature
- South Dakota Quarterly feature – research
- Outside Bozeman feature
- (Feb/March 2016): Distribute information to partners and ask them to send to their constituencies (Not all inclusive: GYC, MWA, TWS, American Rivers, Treasure Valley Coalition, CBU, RY Timber, Sun Mountain, MOGA, RMEF, Turkey Federation, Pryor Coalition, Sierra Club, Big Sky Snowriders, Northern Plains Resource Council, Stillwater Mine, permittees (grazing, outfitters and guides, other permittees), Bison Citizens Working Group.
- (April/May 2016) Community meetings/information sessions – Rangers and FPR Team – Camp Crook, Ashland, Billings, Red Lodge, Livingston, Gardiner, Bozeman, West Yellowstone, Big Sky.

Needs:

- Sharepoint Site – incorporate a feedback loop
- Develop FPR education/information kits for Congressionals, line officer/staff/program managers, youth and field going individuals, and Frontliners.
- Develop a Forestwide FAQ and fact sheet
- Ensure website is populated with products and existing materials (newsletter announcing FPR, key messages, timeline, engagement strategy, opportunities for engagement, and a feedback loop).
- Consider purchasing GovDelivery
- Develop FPR 101 Newsletter
- Mailing list (postcard vetting as needed)
- Publication Proposal

Monitoring & Evaluation of the Public Engagement Strategy

Monitoring and evaluation are important and critical activities to ensure communication activities are as effective as possible, and to learn from experiences. Both are essential elements of effective campaign management. They assess progress towards the campaign goal and objectives.

Monitoring Practices: (Quarterly, tracking progress, feed goals and objectives)

Track participants' lists and contacts (including journalists);

Prepare a hardcopy and electronic questionnaire or survey for feedback;

Implement website analytics including monitoring website hits, particularly after sending out information at key milestones in the process;

Monitor social media activities/analytics including people reached, responses or input, and trends;

Track who receives publications (distribution lists) and the number of publications disseminated;

Solicit informal feedback following community meetings or events on whether or not the venue was successful and what they would like to see in the future;

Adjust the engagement strategy to incorporate feedback as needed.

Evaluation Questions: (conducted nearing the end of a phase or annually, incorporate adjustments)

Are we getting the feedback we anticipated?

Are we getting helpful input?

Are we hearing from all groups we believe should be engaged?

What groups are we missing?

Do our various audiences feel they are getting the info they need to actively participate?